

Terms of Reference for the
CGIAR System Management Board
ad hoc Working Group 5 on Site/Country Integration

A. Purpose

1. The Working Group on Site/Country Integration is established by the System Management Board (“Board”) to develop a proposal for improving implementation of Site Integration as an important early element of the CGIAR Portfolio for 2017 - 2022.
2. The Working Group is an ad hoc advisory group formed by the Board to provide inputs to assist the Board in the discharge of their respective functions. It does not have any executive authority, and as such, does not make decisions.

B. Operational context

3. Words and expressions used in these Working Group Terms of Reference (“TOR”) shall, unless the context requires otherwise, have the meaning attributed to them in the Charter of the CGIAR System Organization (“**Charter**”).
4. The Working Group has been formed to deliver inputs for the benefit of the CGIAR System as a whole. Working Group members shall serve until 31 March 2017, or when their roles are performed, whichever is sooner.

C. Role of the Working Group

5. Taking into consideration the recognition of the benefits of collaboration between Centers with a view to their collective ability to ensure results and the continued relevancy of agricultural research for development as set out in Article 4.1 and the functions of the Board as set out in Article 8.1(w) and (mm) of the Charter, the Working Group shall have the following roles:

Planning the Working Group’s activities

- a. Discuss the strategic intent of site integration and the proposed purpose and tasks of the Working Group to develop a work plan and a timetable for its work.

Reviewing site integration efforts and results to date

- b. Summarize best available information on Site Integration activities and results conducted to date.
- c. Undertake an informed assessment of the existing situation and possible options for improving the implementation of Site/Country Integration as part of the CGIAR's shared agenda around, but not limited to, the following key elements:
 - i. Nomenclature and terminology
 - ii. Vision and intent
 - iii. Guiding principles and objectives
 - iv. Country selection
 - v. Funding
 - vi. Roles and responsibilities (e.g Task Force, Country Teams, Center Leadership, Country Focal Point)
 - vii. Accountability and reporting
- d. Identify other areas of opportunity and/or challenge within existing Site Integration efforts that would benefit from more strategic consideration and planning.

Planning Site/Country Integration at a strategic level

- e. Consult with Funders, Centers and others involved in CGIAR Research to identify views and recommended strategic priorities on Site Integration implementation.
- f. Consider the way in which the initiative can strategically gain support from in-country and regional stakeholders, including through its nomenclature. Consider options for the optimal funding of Site Integration initiatives, including both internal arrangements for resourcing of country-level activities as well as potential opportunities for securing, where necessary, additional resources for Site Integration initiatives.
- g. Taking into account the points above as well as additional advice from the CGIAR Science Leaders, Task Force and Country Teams, consider what would be needed to improve the implementation of Site Integration, including how to ensure take-up on a System-wide basis, according to a Board-endorsed Site Integration Plan.

Recommending a way forward for Site/Country Integration

- h. Develop a proposal for the System Management Board for improving the strategic design and implementation of Site Integration
- i. Provide an assessment of whether a formal Board-approved "CGIAR Policy" will be required under Article 8.1(r) of the Charter of the CGIAR System Organization to ensure up-take of any improved implementation arrangements
- j. Make recommendations regarding the development of Terms of Reference for the

agreed groups to carry out particular tasks, including but not limited to the Task Force on Site Integration, Site Integration Country Teams, Center Leadership of Site Integration in Countries and Country Focal Points/Coordinators. Terms of Reference should include composition, roles and operational modalities.

6. In discharging its functions, it shall be the responsibility of the Working Group to maintain regular and open communication among its members and with the Board.

D. Composition and Chair

Composition

7. The Working Group will be comprised of **5 members** as follows: Matthew Morell (IRRI), Ylva Hillbur¹ (IITA), Tony Simons (ICRAF), Barbara Wells (CIP) and David Bergvinson (ICRISAT).
8. **Additional resources**²: Tom Randolph, Director of CGIAR Research Program (CRP) on Livestock and Fish; and Siboniso Moyo³, Program Leader, Animal Science for Sustainable Productivity and Director General's representative in Ethiopia, International Livestock Research Institute (ILRI).
9. **Chair**: The Working Group will be chaired by Matthew Morell as selected by the Working Group members at the group's first virtual meeting.

E. Operations

The Working Group shall operate according to the following guidelines:

10. **Meetings**: The Working Group shall meet virtually as determined by the Chair in consultation with the other group members.
11. **Disclosing conflicts of interest**: Where a member has a conflict of interest on a specific topic under discussion, they will make the circumstances of the conflict known to the Working Group, to ensure that discussions proceed in an open and transparent manner.
12. **Quorum**: A majority of members shall constitute a quorum for the transaction of business.

¹ Ylva Hillbur has been nominated by Nteranya Sanginga to take his place on this Working Group

² These Working Group members are designated as Additional Resources to address perceived conflicts of interest issues, by reason that they are already key stakeholders in ongoing Site Integration processes.

³ Siboniso Moyo is also the nominated Coordinator for Site Integration in Ethiopia

13. **Meeting support:** The System Management Office carries the responsibility for:
 - a. preparation of a draft agenda and meeting materials in advance of discussions;
 - b. timely circulation of meeting summaries; and
 - c. preparation of materials to support Working Group member requests for additional inputs.
14. **Arriving at agreement on matters to be provided as formal inputs into the deliberations of the Board:** The Chair should aim for consensus on inputs that are proposed to be put forward to the Board. If consensus cannot be reached, both the majority and minority positions shall be reported.
15. **Access to expertise:** The Working Group in fulfilling its duties under these TOR will draw on expertise of the Centers, those working on CGIAR Research, the Funders, the System Management Office, and others as appropriate.
16. **Delegation of Authority:** The Working Group shall have the power to delegate on an exceptional basis its authority and duties to the Chair or individual Working Group members as it deems appropriate.